

January 1994

Clinical Center News

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HFCD project spotlights training, contributions

How do we maintain a steady, high level of quality service? That was the question Housekeeping and Fabric Care Department (HFCD) staff members asked in their recently completed QT project.

It came down to attitude, project team members decided after extensive brainstorming sessions. They went on to examine how people, equipment, policies, and environment affect staff members' attitudes about work.

"We utilized the 'fishbone' to chart everything that contributed to attitude," explained team facilitator Maria Stagnitto, 8E head nurse and covering head

nurse on 13W. The team then looked for a project that would help build positive attitudes among HFCD staff members by offering training and spotlighting the department's important contributions.

"We decided to produce an educational video for new people and for 'swingers' so they'd know what to do on the job," Stagnitto said. A swinger fills in when a regular housekeeping staff member is off duty. Improving the department's relief coverage, she added, was initial impetus for the QT project.

But the training video went beyond showing workers how to perform tasks. It also gave

department members the opportunity to articulate the critical role housekeeping staffers play in carrying out the Clinical Center's mission. That insight was crucial to fostering a positive attitude among HFCD staff members.

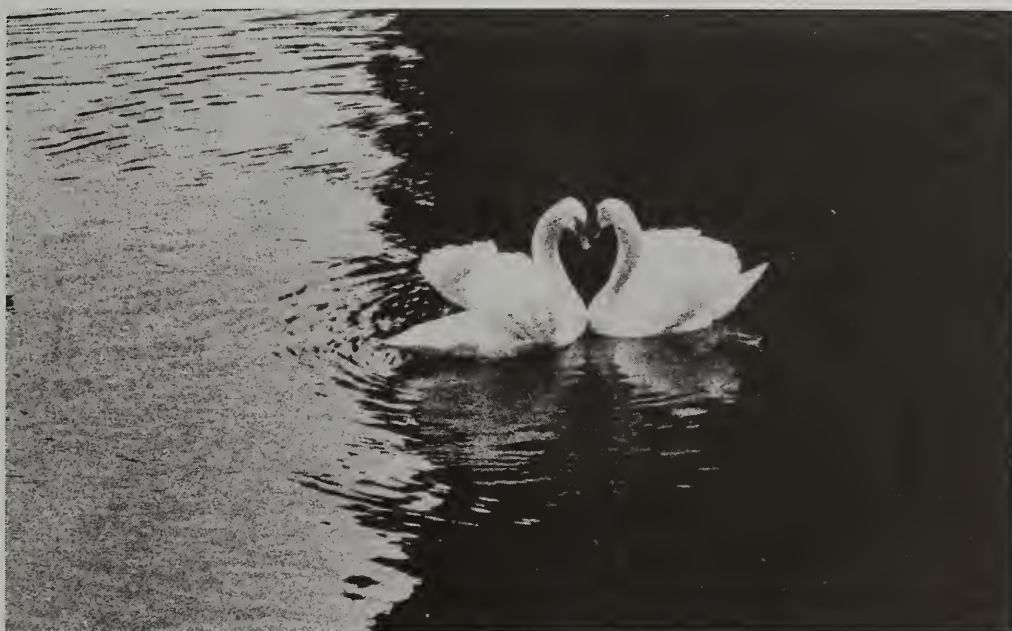
Both aspects of the training video contributed to meeting the project's overall goal of improving the program of relief coverage within the department and providing service to all Housekeeping and Fabric Care staff and customers, added project team leader Mildred Clark.

"The video is a morale builder and it lifts our spirits," Clark said.

Continued on the back page

Freeze frame

When Dr. Peter Herscovitch, chief of the PET imaging section, Positron Emission Tomography Department, snapped this photo of two swans in Tokyo last summer, he didn't realize how many people would have the opportunity to admire it. Turn to page 6 for the story.



CC patients admitted only under active protocols

The Medical Board has approved a Clinical Center policy that requires patients to be admitted only under established research protocols.

"During austere times, it is especially important to use our resources appropriately," said Dr. Saul Rosen, acting Clinical Center director. "Since biomedical research is our primary mission, we need to assure that medical care is allocated in accordance with that goal."

The policy specifies that patients may be admitted only if they are diagnosed with conditions consistent with active research studies. Such studies, or protocols, must have research plans approved by the appropriate Institute Review Board (IRB) and Protocol Implementation Review Committee (PIRC), which have been



established to review clinical studies.

Clinical Center patients must be assigned to an active, approved protocol on admission. Protocols must be conducted under the terms of the NIH Multiple Project Assurance.

Protocols are designed to

address specific biomedical research questions. However, clinical studies may also be used to screen patients for eligibility for other more specific protocols, or to evaluate and treat patients as part of the teaching activities of training programs, according to Dr. Rosen.

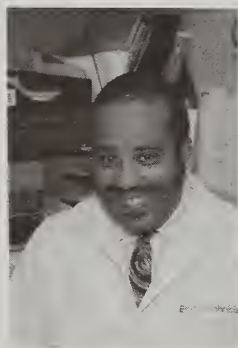
"While this practice has always been the rule, this policy formalizes the procedures," he emphasized.

Any exceptions to this policy will be rare and will require the written approval of the ICD Clinical Director, Dr. Rosen stated.

Visitors or employees who become sick or injured while in the Clinical Center may receive emergency treatment here but will then be transported to the nearest community hospital.

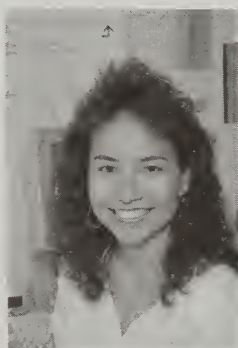
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What's your New Year's resolution?



Stan Bristol
EKG Lab

"To see more of my family and take more vacations . . . and to sell more lasagna."



Ann Ellis
CC Art Program

"To further my education."



Shawn Thomas
Diagnostic Radiology

"I would like to devote more time to helping inner-city youth. Possibly by joining the Concerned Black Men association."



Hilda Madine
Special Events

"To appreciate myself and to see every person and happening in my life as valuable."

CC News

Editor: Sara Rand Byars

Clinical Center News is published monthly by the Office of Clinical Center Communications, Colleen Henrichsen, chief, for employees of the Clinical Center, National Institutes of Health, Department of Health and Human Services.

News, article ideas, calendar events, letters, and photographs are encouraged and can be submitted to Bldg. 10, room 1C255, or by calling 496-2563. You may also contact your department's *CC News* liaison.

Deadline for submission is the second Monday of each month. If possible, submit your article on a Macintosh disk (Microsoft Word preferred).

Compiled by Dayle Stein

MLK Day program planned Jan. 14

"Begin the Healing and Building; Stop the Destruction," is theme for Jan. 14's commemoration of Dr. Martin Luther King, Jr.

The program, sponsored by the NIH Office of Equal Opportunity, is set for 11:30 a.m.-1 p.m. in Masur Auditorium.

Keynote speaker is Dr. Samuel Proctor, pastor of the Abyssinian Baptist Church of New York City since 1972. Dr. Proctor held the King Memorial Chair in the graduate school of education at Rutgers University from 1969 until his retirement ten years ago.

Dr. Proctor is author of *The Young Negro in America 1960-1980* and *Sermons from the Black Pulpit*, and a member of the governing board of the United Negro College Fund.

The program will also include performances by students from the Duke Ellington School of the Arts and a Spanish dance by Isabel Otero.

TSP open season runs through Jan. 31

Employees who want to join, change, or terminate enrollment in the Thrift Savings Plan (TSP)



have until the end of January to do so.

The plan covers employees under the Federal Employees'

Retirement System (FERS) and the Civil Service Retirement System (CSRS). FERS participants can contribute up to 10 percent of their basic pay each pay period to a TSP account, up to maximum amounts set by the IRS.

For FERS employees, the government will match dollar-for-dollar the first 3 percent of the contribution and 50 cents on the dollar for the next 2 percent contributed. An amount equal to 1 percent of each employee's basic pay is contributed each pay period regardless of contributions. CSRS employees can contribute up to 5 percent of their basic pay each pay period. Call 496-6924 for details.

OMS effort lauded

The CC Hospital Infections Committee unanimously commended the Occupational Medical Service (OMS) staff for "their stellar design, planning, and implementation of the annual influenza vaccine program."

More than 6,000 NIH employees have received the vaccine, nearly twice as many as last year. The committee noted that the OMS team effort minimized waiting time for employees and resulted in excellent service to CC and NIH staff.

New rules OK some political activities

Federal workers are no longer banned from engaging in partisan political activities while off duty thanks to a bill the President signed last fall.

Under amendments to the Hatch Act, federal employees are now allowed to hold office in political organizations, attend political meetings, work on campaigns, endorse candidates, and solicit votes.

Federal workers are still prohibited from running for political office on a partisan ticket, politicking at work, soliciting campaign contributions, and coercing subordinates for partisan reasons, according to the NIH Division of Personnel Man-

agement. For more information, contact Michele Russell-Einhorn at 402-2576 or Pat Werner at 496-4851. The U.S. Office of Special Counsel, responsible for investigating reports or complaints concerning Hatch Act violations, has a hotline for details on the legislation. Call 1-800-854-2824.

CC employees report regardless of weather

Clinical Center employees are considered "essential," and must make every reasonable effort to get to work in inclement weather regardless of weather-related shutdowns in the federal



government, according to Raymond Becich, CC executive officer.

"Our hospital is open 24 hours a day,

seven days a week, and our patients depend on us for service. Giving the highest quality service means giving our best effort to get here at all times," he says.

CC classes slated

Call 496-1618 to register for these February classes sponsored by the education and training section, Office of Human Resources Management:

- Medical Terminology**, Feb. 1, 3, 8, 15, and 17, 9:30-11 a.m. each day, 1N248.

- Supervisory Discussion Program, "Reinventing Government,"** Feb. 11, noon-1 p.m., 2C310.

- QTRC Hosts Program, "Is the CC a Learning Organization?"** Feb. 2, 8:30-9:30 a.m., room 2C116; Feb. 8, 3-4 p.m., room 2C310; and Feb. 18, 12:30-1:30 p.m., room 2C116.

Artist's works mirror moments in medicine

Her tools are pen and ink. She works quickly. The scenes she strives to capture are sometimes fleeting. The finished drawings mirror a moment of medicine at work.

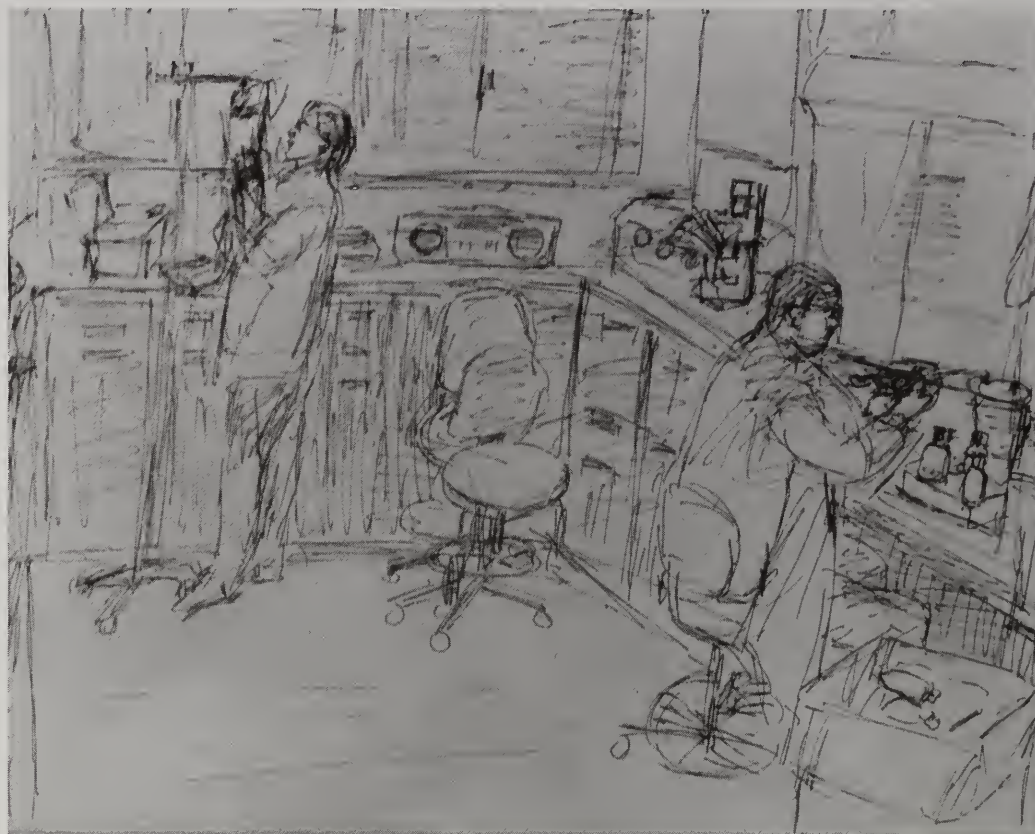
New Orleans artist May Lesser turned her artist's eye on the Clinical Center last summer. She recorded in pen and ink scenes in the Department of Transfusion Medicine at the invitation of Dr. Harvey Klein, department chief.

He had seen Lesser's work on display at the Clinical Center several years ago and purchased two drawings to hang in transfusion medicine's new wing, which opened in 1991.

"She's the only living artist I know about whose major theme is medicine," he says. "I later met her in New Orleans at a medical meeting and she expressed an interest in clinical research and in Clinical Center patients."

Lesser wanted to update her collection of drawings in health-care settings. A grant from The Commonwealth Fund, a philanthropic organization, financed the project.

"Dr. Klein showed me all around his department and let me



Scientists in the Special Services Lab perform cell processing for a variety of research and therapeutic uses, including cell processing for bone marrow transplants and for gene therapy protocols. Biologist Christine Wannebo (standing) was working on an HIV protocol the day Lesser came to the lab to sketch. Charley Carter, lab supervisor, was involved in a gene-marking protocol for cancer patients.

draw what I wanted to," Lesser explains.

"An artist can see [a scene's] design or composition. I begin on the spot," she says. She approaches scenes with patients with extreme sensitivity. "I draw patients so they can't be recognized and show them the sketch before I leave."

Drawings are done on vellum

paper. She later colors some with egg tempera. "I mix dry color with egg yolk and water. It gives a vibrant color." The organic materials, she feels, suit depictions of people and biology. Watercolor can get too muddy if layered and oil is too heavy, she explains.

There was some initial skepticism among DTM staff



Lesser's drawing of the Dowling Clinic appears on the cover of the November issue of the *Journal of Clinical Apheresis*.

Pictured are (from left) Maura Fitzgerald, Karen Diggs, Colleen Bowman, Joan Budurka (back to camera), Tessie Langreo, Dr. Harvey Klein, and Rosemary Werden. Diggs, Budurka, Langreo, and Werden are staff nurses. Dr. Klein is chief of the Department of Transfusion Medicine. Fitzgerald and Bowman, students in the department's specialist in blood banking program, stood in as patients for the photo. Lesser draws patients so that they can't be recognized and shows them the finished sketch before leaving.

members before Lesser began her sketching, Dr. Klein admits.

"Once they saw her working, all were taken by her talent, and even more by her insight. She sees things through a prism quite different than a nurse, doctor, or scientist."

Lesser is author of two books. *The Art of Learning Medicine* chronicles a medical school class's four years of study at

UCLA School of Medicine. *An Artist in the University Medical Center* was commissioned by Tulane University Medical Center. Some of her works will be on display at the National Library of Medicine until March. The exhibit is entitled "The Art of Medicine at the 21st Century."

(NIH photographer Bill Branson helped CCNews re-create two of the DTM scenes recorded by Lesser.)

Click in time yields shot in a (quarter) million

He pointed and clicked just as the swans' graceful long necks curved to form a heart.

"I was crossing a bridge and there were these swans," explains Dr. Peter Herscovitch, chief of the PET imaging section, Positron Emission Tomography Department. "It was the only picture I took of the swans. It wasn't a fancy camera. Everything was automatic."

The bridge was in a park near the Imperial Palace in Tokyo. Dr. Herscovitch was sightseeing while in Japan last June for a scientific meeting.

When he returned home, the photo, like most tourists' shots, languished in a drawer. It was all but forgotten until daughter Penny, 13, had an idea. She'd seen an announcement of the 1993 Parade/Kodak Photo Contest, "What Does Love Mean to You?"

"I remembered the photo dad had taken and thought 'that'd be



Dr. Peter Herscovitch and his daughter Penny teamed up to win a national photo contest. Sponsors silkscreened a t-shirt with each winner's photo.

good,' " says the Charles. E. Smith Jewish Day School student. She was learning how to develop and print photos while at summer camp, so she found the negative,

and cropped and printed the photo. "It really came out neat," she says.

Neat enough to be one of the contest's 100 winners and one of 41 published in the Dec. 5 issue of *Parade Magazine*. The contest drew nearly a quarter of a million entries celebrating family, pets, nature, and life in general.

Is photography a hobby? "Not in the least," Dr. Herscovitch says with a laugh. "We take lots of pictures, mostly of Penny. I'd grabbed the camera just before leaving for Japan."

The winning photos are on display at Walt Disney World through Jan. 7 and a national tour will follow.

Contest judges were photographer Eddie Adams; Dr. Joyce Brothers, psychologist; Marian Wright Edelman, president of the Children's Defense Fund; television's Leeza Gibbons; and radio personality Casey Kasem.

Social work recognizes services by outpatient staffers

Clinical Center departments often work hand-in-hand to meet the needs of patients, but it's every day that one department honors another for outstanding service.

That's what happened recently when the Social Work Department honored four Outpatient Department staffers with a luncheon and awards for outstanding service.

Honorees included Jesse Ferguson, clinic administrator, and travel section transportation staffers Wilbert L. Manuel, Johnnie Wooten, Jr., and Harold L. Wade.

Adrienne Farrar, acting chief of social work, said Jesse Ferguson has "consistently helped social workers provide continuity of services and care to patients and families in extremely complex

situations. He is creative and available at all times to assist patients and staff during critical periods of time."

Farrar said of Manuel, Wade, and Wooten, "They have always been a cooperative resource in efforts to assist patients and families in their transportation needs."

Throughout the years transportation desk personnel have "made our job easier because of compassionate caring and their senses of humor," said Farrar.

"The awards to these people on my staff are well-deserved, and reflect positively on all employees in the department," said Steve Groban, Outpatient Department chief.

—by Mary Hepburn



Adrienne Farrar (center), acting chief of the Social Work Department, presented awards on behalf of the department to Outpatient Department staffers (from left) Johnnie Wooten, Jr., Wilbert L. Manuel, and Harold L. Wade.



Klippel honored for CC committee work

Dr. John Klippel (center), NIAMS clinical director, received a certificate in appreciation for his five years of service as chair of the CC Credentials Committee. Among those making the presentation were Dr. Gregory Curt (left), chair of the CC Medical Board, and Dr. Saul Rosen, acting CC director. Dr. Klippel worked tirelessly with the staff of the credentialing services section, Medical Record Department, to develop a first-rate credentialing service for the CC medical staff, presenters noted. Past chairs of the committee include Dr. Anthony Fauci, NIAID director; Dr. Robert Nussenblatt, NEI scientific director; Dr. Mark Hallett, NINDS clinical director; and Dr. Jay Hoofnagle, NIDDK director of digestive diseases and nutrition. Dr. Levonne Brown, NIAAA clinical director, succeeds Dr. Klippel this month.

transitions



Dr. Jacques Bolle, new nursing service chief.

Dr. Jacques Bolle has been named chief of the mental health, alcohol, and aging nursing service, CC Nursing Department. Dr. Bolle, who had been acting service chief since last

January, came to the Clinical Center in 1984 as a staff nurse on the mental health nursing service, and later served as clinical nurse specialist, psychiatric liaison.

Dr. Bolle, who earned his doctorate in nursing science from the Catholic University of America, is on the School of Medicine faculty at The Uniformed Services University of Health Science. He was formerly supervisor of staff education in psychiatry at Bellevue Hospital Center in New York.

Dr. Bolle has lectured internationally on issues in death

and dying and in AIDS.

"He is known to all in the Clinical Center for his sense of humor, leadership, and skill in handling conflict," said Kathryn L. McKeon, CC associate director for nursing, in making the November announcement.

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Loretta Coughlin retired Dec. 28.

Insight into normal body functions is critical to the scientific investigator, so "normal" volunteers are often included in protocols.

Overseeing the recruitment of those volunteers had been one of **Loretta Coughlin's** primary duties until her retirement Dec. 28 as director of the Normal Volunteer Program. Coughlin, who had served as the program's assistant director between 1978 and 1990, came to the Clinical Center as a social

worker on the cardiac surgery service in 1971. She had worked for the Red Cross in the U.S. and overseas before joining the CC staff.

Many of the volunteers are college and medical school students who also are able to work in CC labs as a fringe benefit of participating. "The CC preceptors have these students in their programs because they want to have them there," explains Coughlin. "I really want to thank all those preceptors who have made such enormous contributions to the student volunteers over the years and have shared their knowledge with them. The students are always so impressed that the preceptors spend so much of their time with them."

Volunteer work and travel top Coughlin's retirement agenda. "South America and Antarctica are the only continents I haven't visited," she notes. Jaunts to Costa Rica and Panama are already slated for this winter.

QT team examines housekeeping's role in CC mission

Continued from page 1

"The hardest thing to change is a person's attitude, but the video is a first step, a positive step. We are very proud of the project."

"We started small and didn't know the project would expand like this," said team member Ruby Tutt.

"We have a voice in the department and can say what we feel," added Carolyn Coates. "We have to say what's on our minds if we are going to change something. Patients are the most important people. We need to get the job done for them."

The HFCD team showed their video and talked about their project at last month's lunch meeting for QT team leaders. "You're part of approximately 200 people who've gone through the team leader exercises," said Steve Galen, deputy CC director for technology and planning, in welcoming the group.

"Seeing groups that have made it will help other groups that may be struggling," Stagnitto told those attending the meeting. Stagnitto's participation in the HFCD team marked the first time a facilitator from one department was invited



Members on the Housekeeping and Fabric Care's QT project team included (from left) Carolyn Coates, Ruby Tutt, Gussie Greene (alternate team leader), and Maria Stagnitto (facilitator). The team produced a video on the housekeeping and fabric care mission that was shown during a recent meeting for QT team leaders.

to work with a team from another department.

Team members, who met for an hour each week for nearly a year, were Clark, Stagnitto, Tutt, Coates, Dorothy Deneal, Gussie

Greene (alternate team leader), Joann Laney, Etheline Lewis, Renaldo Shepard, Thomasine Smith (secretary), Warren Moyer, and John Smith.

January

5

Grand Rounds
noon-1 p.m.
Lipsett Amphitheater
A Neurotrophic and Neuron-Survival Candidate Gene in Search of a Disease, Gerald Chader, M.D., Ph.D., NEI;
Recurrent Spontaneous Miscarriage, James Segars, M.D., NICHD

12

Grand Rounds
noon-1 p.m.
Lipsett Amphitheater
From Calabar to Bethesda: The African Eyeworm, Tom Nutman, M.D., NIAID; *The Vascular Effects of Estrogen Replacement*, Richard Cannon, M.D., NHLBI

20

Ethics Case Discussion
3 p.m.
Medical Board Room
The Case of the Obstreperous Patient, sponsored by the CC Bioethics Program

19

Grand Rounds
noon-1 p.m.
Lipsett Amphitheater
Breast Cancer: New Approaches to Treatment, Joyce O'Shaughnessy, M.D., NCI; *Suicide Across the Life Cycle*, Susan Blumenthal, M.D., NIMH

26

Clinical Staff Conference
noon-1:30 p.m.
Lipsett Amphitheater
Functional Brain Imaging, Denis LeBihan, M.D., Ph.D., CC, moderator